

61. A papermaking facility operating speed controller comprising;  
means for determining a current operating speed of said papermaking facility;  
means for determining a desired operating speed; the desired operating speed dependent  
on at least one economic variable that varies depending on the operating speed;  
said desired operating speed being different than said current operating speed;  
means for comparing the current operating speed to the desired operating speed and  
adjusting the current speed in response to the comparison.

62. The method of claim 60 wherein the at least one economic variable is at least one of:  
a cost of manufacturing, at least one manufacturing inflow, and at least one  
manufacturing outflow.

63. The method of claim 62 wherein the manufacturing inflow is selected from the group  
comprising: pulpwood, wood chips, secondary or post-consumer recyclable fiber,  
purchased virgin pulp, purchased secondary or post consumer pulp, water, pulping  
chemicals, bleaching chemicals, paper additive chemicals, electricity, fossil fuels of any  
type, purchased steam, paper machine felts, paper machine wires, labor costs, effluent  
treatment chemicals and paper finishing chemicals.

64. The method of claim 60 the economic variable is cost of manufacturing, and the cost  
of manufacturing includes ascertaining the correlation between operating speed and the  
cost of manufacturing.

65. The method of claim 64 wherein the cost of manufacturing is determined by ascertaining a correlation between operating speed and at least one of the following: the per unit cost of manufacturing inflows and the usage of manufacturing inflows.

66. The method of claim 65 wherein the correlation between manufacturing cost and operating speed is ascertained by establishing the correlation between manufacturing costs and operating speed of specific equipment or process in a paper manufacturing facility;

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said equipment being selected from the group comprising; debarkers, chippers, digesters, grinders, pulp manufacturing refiners, screening equipment, washers, bleaching equipment, stock preparation refiners and chests, cleaners, paper machines, off-machine finishing equipment, roll wrapping and handling, and converting equipment and any combination thereof.

67. The method of claim 62 wherein the manufacturing outflow include: paper, pulp or converted paper, steam, fertilizer filler, spent chemicals or electricity.

68. The method of claim 60 wherein said economic variable relates to availability of wood through recent purchases and all intervening steps throughout production from wood to pulp held in high density storage for a machine.

69. The method of claim 60 wherein said economic variable relates to procuring wood in the forest and selling of finished product.

70. The method of claim 66 wherein said equipment is a digester and said desired operating speed is based on current efficiency of bleach plant.

71. The method of claim 62 wherein the summation of said cost of manufacturing are compared to available options for potential product sales net of freight and other customer specific costs to compute possible contribution options; if said options are less than a minimum contribution that has been established, said operating speed is reduced.

72. An apparatus that displays financial performance of a facility or marginal transaction at a plurality of facility throughputs by inputting at least one of individual manufacturing inflow purchase transaction's cost or quantity, individual manufacturing outflow sales transaction's price and quantity, manufacturing usages at different operating rates and calculating said financial performance by subtracting net selling price from result of multiplying the manufacturing usage by the manufacturing inflow purchase price.

73. The apparatus of claim 72, where the manufacturing inflow transactions and outflows of transactions are assigned to particular levels of facility throughput.

74. The apparatus of claim 73, where assignment of outflows to levels of throughput is based on a decreasing per unit sales price of a given product.

75. The apparatus of claim 73, where assignment of inflows is based on increasing per unit purchase price of raw materials.

76. The apparatus of claim 72, where the manufacturing usage required to achieve a higher operating rate are assigned to the incrementally higher operating rate.